

ICW's regular newsletter encompassing all things collaborative, from within ICW to the great wide world beyond.



ICW HIGHWAYS SECTOR LUNCH

23 October 2024 at the House of Lords

The ICW Highways Sector Lunch, held in the Atlee Room at the House of Lords, was a resounding success. ICW Chairman Lord David Evans gave the attendees a warm and humorous welcome to the House of Lords. ICW's CEO Frank Lee was the next to speak, highlighting ICW's connection to the Highways sector and the support ICW can give to it.



Frank Lee then introduced David O'Neil, National Highways Supply Chain Director, who spoke of the opportunities and challenges within the sector and how collaboration is key to realising and addressing them.

The lunch was filled with lively discussions and networking and acted as a brilliant opening to further discussion and exchange of ideas in the sector.



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CONFLICT AVOIDANCE COALITION CONFERENCE

2 October 2024

We recently attended the inaugural 'Conflict Avoidance Coalition' (CNC) conference at Portcullis House, with a host of stakeholders and representatives from the construction and engineering community. Network Rail, were in attendance represented by Stephen Blakey,

Strategic Commercial Director. Stephen is a member of the CNC Steering Group and was a panel member on the day. He and a succession of other experts from a range of disciplines, spoke very persuasively about conflict avoidance, underlining the role of collaborative working.



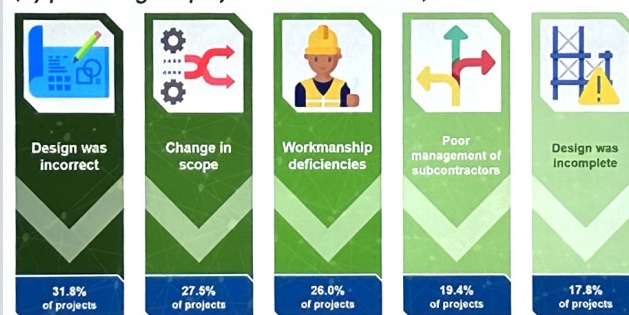
The **Conflict Avoidance coalition** is a group comprised of around 70 of the UK's foremost professional and industry bodies who are leading a campaign to reduce financial and other costs associated with construction and engineering disputes.

The Coalition's aims are to:

- Encourage individuals, businesses and organisations to adopt the Conflict Avoidance Pledge and embed its principles into their culture and practice.
- **Actively promote collaboration** and use of effective dispute avoidance and management to the construction and engineering industry.
- Provide information and guidance to the construction and engineering industry on a wide range of conflict avoidance and early intervention techniques.
- Help contracting parties to put into practise practical conflict avoidance and management procedures to deal with actual and evolving disputes early, quickly, and effectively.

The conference was both informative and uplifting. On the one hand we heard stories and were shown data about the negative impact of disputes in the construction and engineering sectors. On the other hand we heard about a large, influential group that wants to do something about it. They reflect a growing movement that sees the indisputable link between collaborative working and conflict avoidance. Working collaboratively means issues are addressed jointly and solved before they can become disputes.

Europe - top causes of claims and disputes (by percentage of projects with these issues)



Learn more about the CNC:

<https://www.rics.org/dispute-resolution-service/conflict-avoidance/conflict-avoidance-coalition>

Get the Conflict Avoidance Toolkit: https://www.rics.org/content/dam/ricsglobal/documents/dispute-resolution-service/conflict-avoidance-toolkit_1.pdf



Conflict Avoidance Toolkit

Prepared by the Conflict Avoidance Coalition Steering Group



RICS
Royal Institution of Chartered Surveyors



ice
Institution of Civil Engineers



RIBA
Royal Institute of British Architects



CIARB
Construction Industry Arbitration and Resolution Board



Chartered ICS



DRBF
Dispute Resolution Board for the Building and Construction Industry



ICC
International Chamber of Commerce



TRANSPORT FOR LONDON



Network Rail

STRUCTURED COLLABORATION FOR SMALL-TO-MEDIUM ENTERPRISES

The Institute will soon be introducing a ‘toolkit’ to support SMEs that want to develop and harness collaborative working.

The idea of the initiative is to give small and medium businesses a helping hand, to help them better understand the fundamentals of structured collaboration. Of course, it is also a service for our Executive Network members because they will be able to recommend it to their supply chains and partners where SMEs are an integral part of a collaborative project.

With an increasing focus by Government to help and focus on SMEs, we believe it is the right time to provide a range of simple services that we are describing as a ‘tool-kit.’

Our toolkit consists of three elements:

- 1. How-to guide** - describing the elements and simple steps to building a structured approach to collaboration. This will be accessible on our public website.
- 2. Self-Assessment** - a straightforward way to assess where a business is in relation to its structure and overall collaborative capability. Initially this will be a free service.
- 3. ICW Expert Assessment** - to validate whether an SME is in fact meeting the key requirements of structured collaboration. It is a chargeable service based on a scheme that we have developed and already successfully delivered in a number of instances.

ICW Toolkit to support SMEs developing and harnessing collaborative working



HOW-TO GUIDE

A step-by-step approach that provides guidance and an understanding of the key aspects of structured business collaboration. Our approach is compatible with the International Standard for collaboration for SMEs (ISO 44003) and its collaborative principles, so it follows good practice.

SELF ASSESSEMENT

Based on our good practice guidance we have created an online assessment tool that allows an SME that wants to collaborate to analyse their strengths and weaknesses. This assessment highlights how you measure-up and provides indications of where to make any improvements.

ICW EXPERT ASSESSEMENT

For those SMEs that want to go a stage further, they can request to be assessed by one of our collaborative experts. They have a wealth of experience and can provide advice if you have any remaining gaps. This type of assessment can provide an expert analysis of your collaborative capability for your partners and customers, to increase your opportunity to win bids and work. ICW can validate your business and provide a certificate to prove this.

We are due to launch later in the month. For further information you are welcome to contact our Membership Services Director, **Adrian Miler** on adrian.miller@icw.uk.com.

ISO44001, COLLABORATION AND ITS ROLE IN THE FUTURE OF THE UK CONSTRUCTION INDUSTRY

by Denis Leonard

In terms of improving the UK construction sector three key documents have been developed recently aimed at influencing the future of the industry. BS99001 Quality Management Systems in the Built Environment, The Construction Playbook and The Private Sector Construction Playbook. Importantly, each of these place an emphasis on collaboration.

BS99001 in 6.2.1, quality objectives and planning to achieve them, states that 'the organisation shall take into account scope, time, cost and the project life cycle when setting quality objectives, as well as social, economic and environmental commitments.' and critically, 'where appropriate, objectives shall be developed in collaboration with relevant interested parties.'



More specifically in 7.1.4, under environment for the operation of processes, the requirements refers to ISO44001 when it states that 'the organisation shall take actions to support and promote ethical behaviour and social responsibility at all levels of the organisation and throughout the supply chain. The organisation shall take into account issues including, but not limited to.....information on collaborative working is provided in ISO44001.'

BS99001 also refers to behaviours, in 7.1.5.1 when it states 'the organisation shall establish, implement and maintain processes to ensure that people responsible for the conformity of products and services: a) are competent to perform the role; b) demonstrate the required behaviours.

However, while collaboration and behaviours are referred to in BS99001 the The Construction Playbook (focusing on the public sector) has collaboration infused throughout. For example it highlights that, innovation, sustainability and early engagement 'should be conducted in collaboration with the wider supply chain.' (p23) and that in regards to preparation and planning, 'one of the most effective ways to deliver outcomes is to create contracting environments that promote collaboration.' (p40)

In regard to contract implementation the Playbook points out that 'for more complex projects and programmes, experience has demonstrated that a partnership model with the principles of collaboration, openness, transparency and flexibility based on contractual delivery can be beneficial in driving successful outcomes and innovation. Critical success factors of a partnership model include a focus on delivery by both partners, clear roles and responsibilities, a shared understanding of how to resolve disputes and a collaborative culture.' (p66)

The Playbook also discusses the importance of collaborative behaviours especially in regards to strategic supplier relationship management. It states 'early engagement is also an opportunity to test with the market the type of relationship you want to develop to deliver a project or programme and set clear expectations around behaviours and ways of working. (p22) In a fundamental statement it points out that 'projects and programmes should start with an initial workshop, bringing together the delivery team, leadership, and key stakeholders to set expectations on standards, behaviours and ways of working, align success measures and objectives'. (p66)

The Private Sector Construction Playbook also has a strong emphasis on collaboration with a focus on nurturing collaboration and a cohesive culture. For example it refers to 'creating a culture of innovation is best achieved through early collaboration and should be explored throughout the lifecycle of the design and construction process'. (p15) It underlines the need to 'invest in team building to improve performance and create an environment that will drive collaboration, such as co-location, informal social gatherings and celebrations of good teamwork' (p21) and the need for 'establishing trust-based relationships built around a no-blame culture and collaboration start way before activities commence on site' (p53) and that the industry needs to 'promote cross-sector knowledge sharing and collaboration and adopt a shared investment in research and development.' (p37)

Modern Methods of Construction is a significant area of focus in construction, and The Private Sector Playbook make a strong point that 'greater collaboration and knowledge sharing between clients, designers, contractors, and the wider supply chain as well as regulators, planners, funders, and insurers will help create the scale needed to accelerate the long-term investment required to make a full success of MMC'. (p30)

It also talks about driving the right behaviours especially in regards to health and Safety, contracting and project culture. For example it states that 'explaining clearly how procurement will be conducted and the behaviours expected from both sides helps establish trust and attracts credible bidders'. (p43)

In terms of project culture 'being clear about the cultural characteristics and expected behaviours for a project from the outset and acknowledging the role this will play in delivering performance is key... Establishing trust-based relationships built around a no-blame culture and collaboration start way before activities commence on site'. (p53)

These three important documents are efforts to set the course for change for the industry, and central to each of them is collaboration as a critical element in the success of these efforts.

References

BS99001: 2022, Quality management systems - Specification for the application of BS EN ISO 9001:2015 in the built environment sector

The Construction Playbook: Government Guidance on Sourcing and Contracting Public Works Projects and Programmes, HM Government, 2020

Trust and Productivity, The Private Sector Construction Playbook, The Construction Productivity Taskforce, 2022

Biography

Denis Leonard is Head of Integrated Management Systems with GRAHAM. GRAHAM specialises in Building, Civil Engineering, Fit Out and Facilities management across the British Isles. Denis is a FCIQB, FICE, FCQI and MICW. Denis has led GRAHAM to achieve ISO44001, ICW Collaboration Awards and most recently becoming an Ambassador organisation for ICW. He can be contacted at Denis.Leonard@Graham.co.uk

SHARED VISION

Why a genuine co-created shared partnership vision drives action and success; and why partnerships will struggle without one?

By Henry Pavey MBA, CTArcf, FICW



Across the UK there are numerous 'multi-stakeholder partnerships' that have been created to drive collaborative programmes to transform places and / or improve peoples' lives including place-making partnerships; business improvement districts; estate / community regeneration partnerships; and economic development partnerships.

Each of these partnerships is seeking to deliver value-adding changes to places and / or peoples' lives which none of them could ever achieve on their own. However, these value-adding changes can only be delivered in partnership and, to do so, they need a **shared vision** of the future and one that critically has been co-created and endorsed by all the individual partners within the partnership.

So what is a shared vision?

'A shared vision is not an idea. It is, rather, a force in people's hearts, a force of impressive power. It may be inspired by an idea, but once it goes further - if it is compelling enough to acquire the support of more than one person - then it is no longer an abstraction. It is palpable. People begin to see it as if it exists. Few, if any, forces in human affairs are as powerful as shared vision'.

(The Fifth Discipline; Peter Senge, 2006).

Some will say preparing a shared vision statement with your partners is resource intensive and confrontational; that you can never accommodate everyone's wishes - thereby ending up with a Mars Bar 'work, rest & play' vision; and that once approved it is usually completely forgotten about until someone says "where's the vision?!!!".

That view is incredibly short-sighted as, with anything else in the world of partnership working, it takes time to build consensus across multiple and diverse partners but - if done correctly - it can be incredibly rewarding and transformative for everyone involved. In my experience, multi-organisational partnerships tend to fall into 1 of 3 vision scenarios:

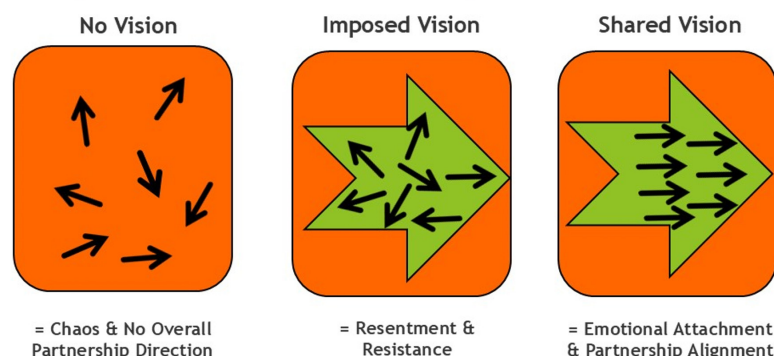
1. **No Vision.**
2. **Imposed Vision.**
3. **Shared Vision.**

(This example illustrates where 7 partners are involved)

No Vision

Without a shared vision; chaos will rule! All 7 partners above are following their own visions for the future. It is not shared,

Why have a Partnership Shared Vision



Henry Pavey 2022 | www.henrypavey.com

it is not co-ordinated and it is more than likely that some (if not all!) of the visions will be conflicting with each other.

Frustration within the partnership and between partners will arise with the danger of the collaborative transformation programme collapsing; each partner going off and doing their own thing; and 'shared value' opportunities being lost.

Imposed Vision

In this scenario, the lead partner imposes their vision on the partners and expects them to adhere to it and not to challenge it. In some circumstances this might be due to time constraints where - for example - the collaborative transformation programme is a Government funded programme with tight deadlines. In other circumstances, it could be due to the lead partner adopting a hierarchical 'my way or the highway' approach!

The danger here (see diagram) is that the other 6 partners might appear to be working to the lead partner's vision but, in reality, they are resentful of the imposition and quietly doing their own thing. Signs to look out for are many and include strained relationships, lack of engagement at key partnership meetings (look at the body language around the room!), and a 'what's in it for me / my organisation' rather than a 'what's in it for us / the partnership' attitude.

Shared Vision

If developed correctly, a co-created shared vision is an incredibly powerful statement of partnership intent. It is also compelling, unique and provides 'an emotional call to action' to all those within the partnership and to those outside of it that it seeks to influence.

It also strengthens the multi-stakeholder partnership and its collaborative working ethos as it is very difficult for any partner not to engage fully in delivering on the vision when they / their organisation has been fully engaged in its co-creation and approval - skin-in-the-game analogy!

A genuine co-created shared vision also provides direction and alignment for partnership strategy and delivery; as well as providing a clear anchor point for designing the partnership governance framework around.

Thoughts/Observations

1. Co-creating a compelling shared vision with partners takes time; but the longer-term relational benefits of doing so far outweigh the short-term negatives.
2. Creating a shared vision is not an academic, nice-to-have exercise; but rather it forms the bedrock for emotional attachment and action across all partners.
3. A shared vision is not an 'undertake / complete / forget' exercise as it needs to sit central in all your partnership discussions, ie: is what we are discussing helping us towards our shared vision? As such, it is highly recommended that a partnership's shared vision is attached - as a visual reminder - to each and every meeting agenda.

Do contact me at henrypavey@outlook.com if you wish to find out more about how a genuinely co-created shared vision can add so much value to your multi-stakeholder partnership working.



INTERNAL COLLABORATION

By Henry Pavey MBA, CTArCF, FICW

It wouldn't surprise you to know that there is a direct correlation between an organisation's ability to collaborate internally to its ability to collaborate externally. Evidence suggests that if the culture of an organisation is one of professional hierarchies, siloes and information hoarding - all of which hinder effective and efficient internal collaboration; then it is highly unlikely that the same organisation will be able to collaborate externally effectively and efficiently.

Yet we are aware that in organisations across the UK, Chief Executives and their senior management teams are frustrated at the slow pace in delivering internal change programmes and cross-organisational initiatives. Why is this? Surely, we are all employed by the same organisation and therefore should be able to collaborate together to drive shared value? If only it was that simple!

To address this conundrum, the ICW has developed an Internal Collaboration Assessment process to help organisations and their C-Suite to identify and understand (in a fully confidential, non-judgemental and non-confrontational way) their Internal Collaboration strengths and development needs.

On 26 September 2024, the ICW hosted a well-attended Internal Collaboration drop-in Q & A session for its members where the draft Internal Collaboration Assessment process was presented. A great discussion followed exploring whether the proposed approach to assessing Internal Collaboration made sense; whether there was anything missing; and how the ICW and its members could promote and raise awareness of the value of the Internal Collaboration Assessment process to C-Suite? Really useful feedback was provided along with a number of helpful ideas for strengthening the proposed Internal Collaboration Assessment process.

Going forward the ICW with its strategic partner SchellingPoint will be considering all the feedback received and how we can – by coupling the ICW's thought leadership on Internal Collaboration with SchellingPoint software – develop an offer that provides the all-important features and functionality that make it efficient and scalable. The aim (ideally) is to have a product ready for market launch by the end of this year. Further updates will be provided to ICW members as this work progresses, but if you have any thoughts yourself or want to know more, please contact Henry Pavey at henry.pavey@icw.uk.com.

ASSOCIATION OF STRATEGIC ALLIANCE PROFESSIONALS (ASAP) EUROPEAN ALLIANCE SUMMIT

18/19th September 2024



Frank Lee, CEO, and Adrian Miller, Membership Services Director, were invited to speak at the ASAP European Summit at the Royal Garden Hotel, Kensington last month. They joined other collaborative practitioners and experts to share their experiences, views and knowledge.



ASAP is a global community for professionals who drive success through strategic alliances and partnerships. Serving alliance professionals and partnering experts in sectors, such as technology, biopharma, finance, energy, and consulting. It seeks to elevate,

advance, promote, and certify the discipline and profession of alliance management for a global community of alliance practitioners.

Frank and Adrian spoke on 'selecting the right collaborative partner' and how they prove they are collaborative. They covered why in today's fast-paced and interconnected world, collaboration is key to innovation and success.

However, not all partnerships yield the same results. Choosing the right collaborative partner is essential for achieving shared goals and maximizing the benefits and ensuring all parties are aligned on behaviours outcomes and what success looks like. The presentation was very well received by the audience, resulting in a very positive and informative Q&A session.

You can find their slides, with notes in the members area of the ICW website by following this link – (Insert link from website)

Overall the summit offered an excellent platform to exchange valuable experiences and connect with organisations across diverse industries. We were delighted to hear the views of other speakers, especially friends and colleagues - Dave Hawkins FICW, who spoke on the relevance, use and importance of the ISO 44001 International Standard to ensure structured collaboration. And Chris Valle from NIP speaking on the benefits of value coding and capture to prove the effectiveness of collaboration.

We would like to thank Nicole Boston, CAE, President and CEO of ASAP and fellow member of the International Committee for ISO 44001 (representing USA), for inviting us to be part of an excellent event.

Selecting the Right Partner

1. Why it really matters
2. What can go wrong and why
3. What matters in partner selection:
 - > Strengths
 - > Compatibility
4. Where to focus to build the relationship
5. What about 'a forced' Partnership/Alliance?
6. What can underpin it?



Advancing Collaboration to make
Good Things Happen



TO BE FRANK...

I hope everyone had the opportunity to relax and enjoy some sunshine over the summer. It's been a busy but productive time for us here at ICW. For me, it all kicked off with our Collaborative Leaders in Rail lunch at the House of Lords in June, quickly followed by our Members' Day in July, which was an enormous success. The day was packed with interesting content, and I'd like to extend my thanks to Adrian and Jamie for all their hard work in organizing it, and to Henry Pavey for the great job he did keeping us on track throughout the day.



A special congratulations to **Jo Potter** and **Bill Taylor** for being awarded the prestigious Collaborative Pioneer Award. This award, which we'll be presenting periodically, recognizes individuals who have truly pushed the boundaries of collaboration and made a significant impact on our Institute.

Over the summer, there were several highlights for me, falling into two main categories: our internal team and our members.

When I first arrived at ICW, I felt we needed greater diversity of thought internally. I didn't want us doing things just because they'd always been done that way. We should be building for the future, and as a purpose-driven, not-for-profit institute, we should be supporting the next generation of collaborative leaders. I'm pleased to see how Jamie has taken the lead in organizing our events, which

has resulted in us increasing the number of member events we provide. Iwona has been using the marketing skills she's developed to grow our social media presence, spreading the word about all the great things we're doing. Henry Jones, who joined the team in May, is quickly learning our systems and processes while bringing new insights to our work. I'd also like to thank Lauren Ricketts for her work experience this summer, mapping our processes, which will aid our modernization efforts in the coming months.

Over the summer, I also had the chance to indulge in one of my favourite activities - putting on my high-vis kit and getting out in the field to see firsthand how our members are collaborating to build the UK's infrastructure.

For instance, I visited Caldecote with Matt Barney, where I saw how **Murphy** are making significant improvements in the water sector. It was such an informative and engaging visit. I also learned from Sarah King and her colleagues at **John Sisk & Son** about the improvements around York station, where they're working collaboratively with the local council to improve access and create a better environment. Lastly, I spent an exciting evening on the southern runway at Heathrow Airport with **Associated Asphalt**. Ray Mullet explained how they're upgrading the runway and associated facilities in a safe and environmentally conscious manner, ensuring that the UK's main airport continues to function smoothly without disrupting passengers or the economy.



All in all, it's been a busy, exciting, and rewarding summer, and the final months of the year are shaping up to be just as memorable, with our **Awards** event at the House of Lords and our **Supply Chain Summit** in partnership with Leeds University Business School, coming up in November.

Frank Lee, ICW CEO

ResoLex RESEARCH SURVEY

‘The qualities that allow Clients to deliver outcomes’

ICW is pleased to support ResoLex, to gather data on ‘the qualities that allow Clients to deliver outcomes’. If you would like to contribute to this short survey, then please follow [this link](#).

Research focus & Aim

This research project is centred on the client’s qualities and characteristics in delivering successful project and programme outcomes and draws on insights from Emma-Jane Houghton’s recent article, “Let’s Harness the Power of the Incomplete Client,” which explores this concept in a contemporary context.

The goal of this research is to understand the qualities and capabilities that enable clients to successfully deliver projects and programmes. The findings will contribute to the development of best practices that can be adopted by organisations seeking to build more effective client teams and thereby enhance their outcomes.

Your responses to the survey will be treated as confidential and stored in accordance with the Information Commissioners Office principles for data storage, security and sharing. By completing this survey, you consent to our use of the information gathered, with the assurance that your inputs will be anonymised within a final output. You are free to withdraw at any time by simply closing the survey, in which case any responses you have provided will be disregarded.

We have discussed the likely nature of the outputs from this survey with ResoLex and we believe that it will have value for our members. ResoLex will be sharing its conclusions with ICW, so please support this initiative. Many thanks.

ICW EVENTS FOR 2024

2024

Dates and further events will be announced on the ICW website as they are confirmed.

Nov	14th	16:00-16:30	Wellbeing by John Sidebotham	Teams - Apply
	20th	18:30-20:30	ICW Annual Awards at the House of Lords	Venue - Invite
	28th	16:00-17:00	New Climate Change Requirements in ISO 44001	Teams - Drop-in
	29th	09:30-16:30	ICW/Leeds University Supply Chain Summit	Cloth Hall, Leeds
Dec	12th	16:00-16:30	Wellbeing by John Sidebotham	Teams - Apply



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